34XX OCCUPATIONAL TRANSFORMATION
The Way Ahead
Concept
Courses of Action
Selection

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BACKGROUND

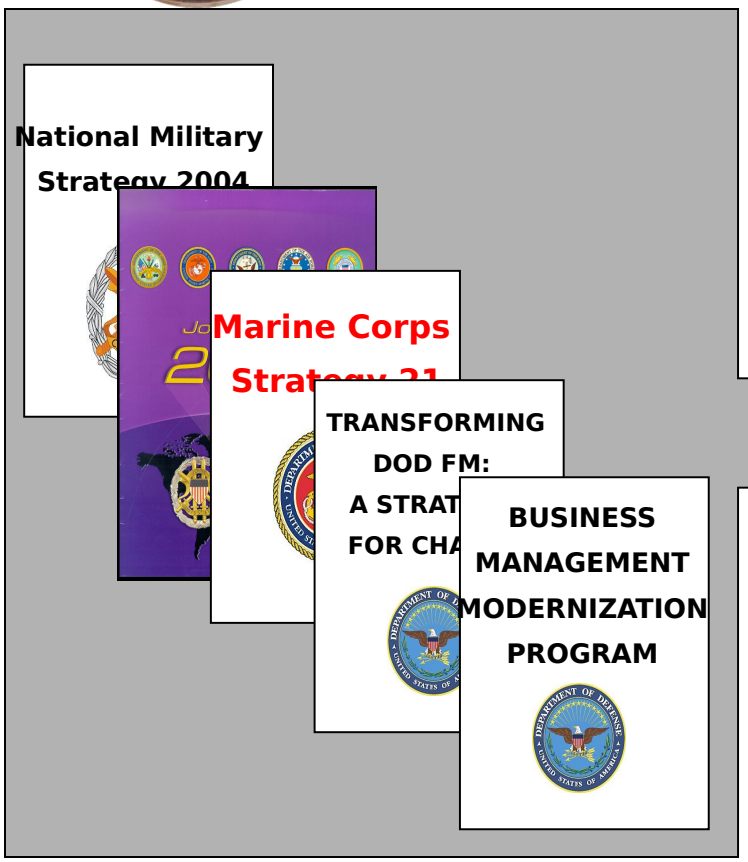
CURRENT DOD FINANCIAL MANGEMENT PROBLEMS & SITUATIONS

- Inability to consistently provide reliable financial and managerial data for effective decision-making
- Lack of overarching approach to financial management
- Convoluted business processes fail to streamline excessive process steps
- Inability to produce CFO Act compliant annual financial statements
- Disproportionate budget dollars appear to support non-value added activities
- Lack of personnel with technical and financial skills sets necessary to achieve integrated financial management systems

WHY TRANSFORM?

- Improve FM capabilities and services to support decision making. . .
- Improve the timeliness and accuracy of financial information to support effective decision-making
- Make processes more efficient. . .streamline
- Improve FM force management generation to support future USMC financial management requirements
- Maintain relevance. . .integration and advisory role

VISION


National Military Strategy 2004
Marine Corps Strategy 21
TRANSFORMING DOD FM: A STRAT FOR CHA
BUSINESS MANAGEMENT MODERNIZATION PROGRAM

Structure

Standard Integrated Systems & Processes

Training, Education, Recruiting

USMC FM Credibility

STRATEGIC GOALS

- Optimize USMC FM operations in order to enhance the Marine Corps strategic agility, operational reach and tactical flexibility
- Deliver relevant, reliable, and timely FM information on a routine basis to support management decision
- Develop FM force generation and management activities that ensure long term viability of Marine Corps FM
- Achieve clean audit reviews in compliance with Federal Financial Standards

PILLARS OF TRANSFORMATION

STRATEGIC GOALS

- Optimize USMC FM operations in order to enhance the Marine Corps strategic agility, operational reach and tactical flexibility
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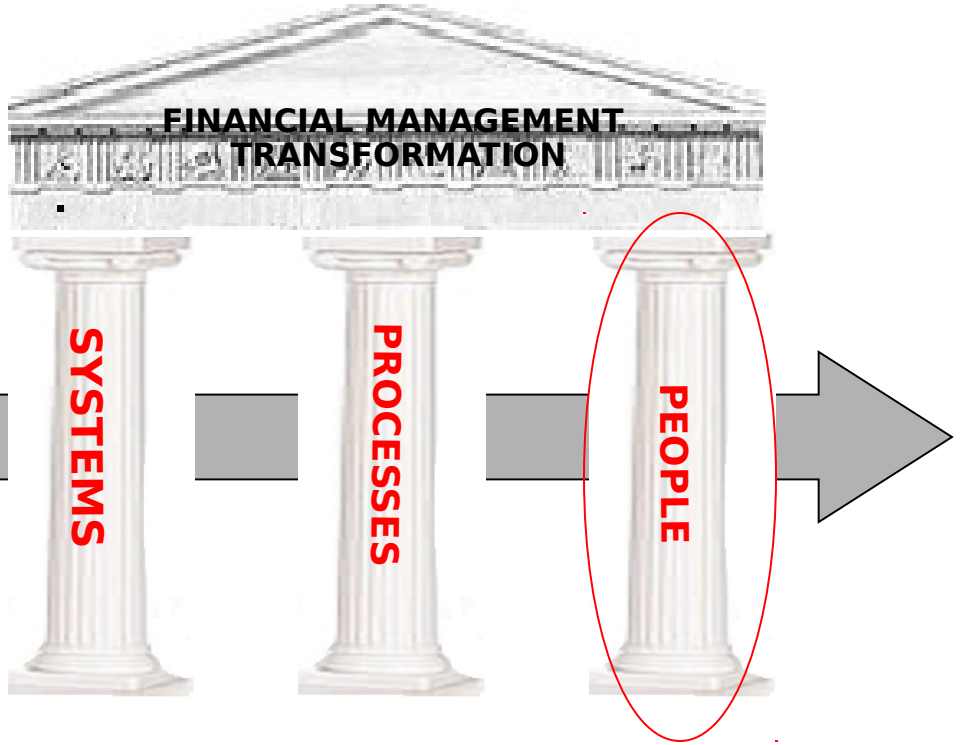


CRITICAL ELEMENTS

Shape and condition the uniformed financial managers to better support decision makers

Implement the 5th Element of the MAGTF concept

Enhance FM proficiency

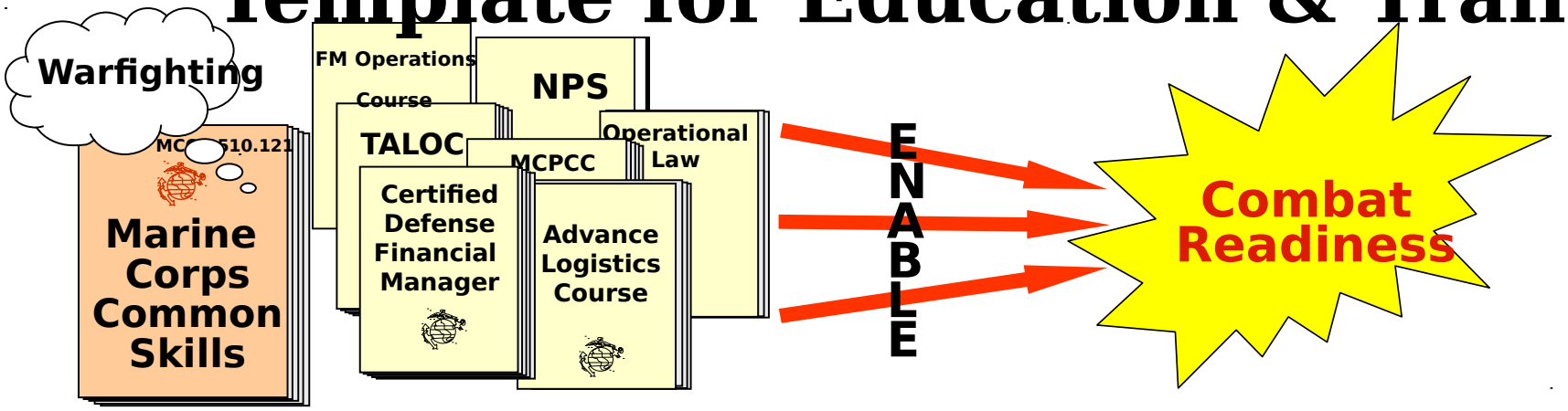
Integration with the operational plans

Enhance USMC strategic agility, operational reach & tactical flexibility

Delivery of relevant, reliable & timely information

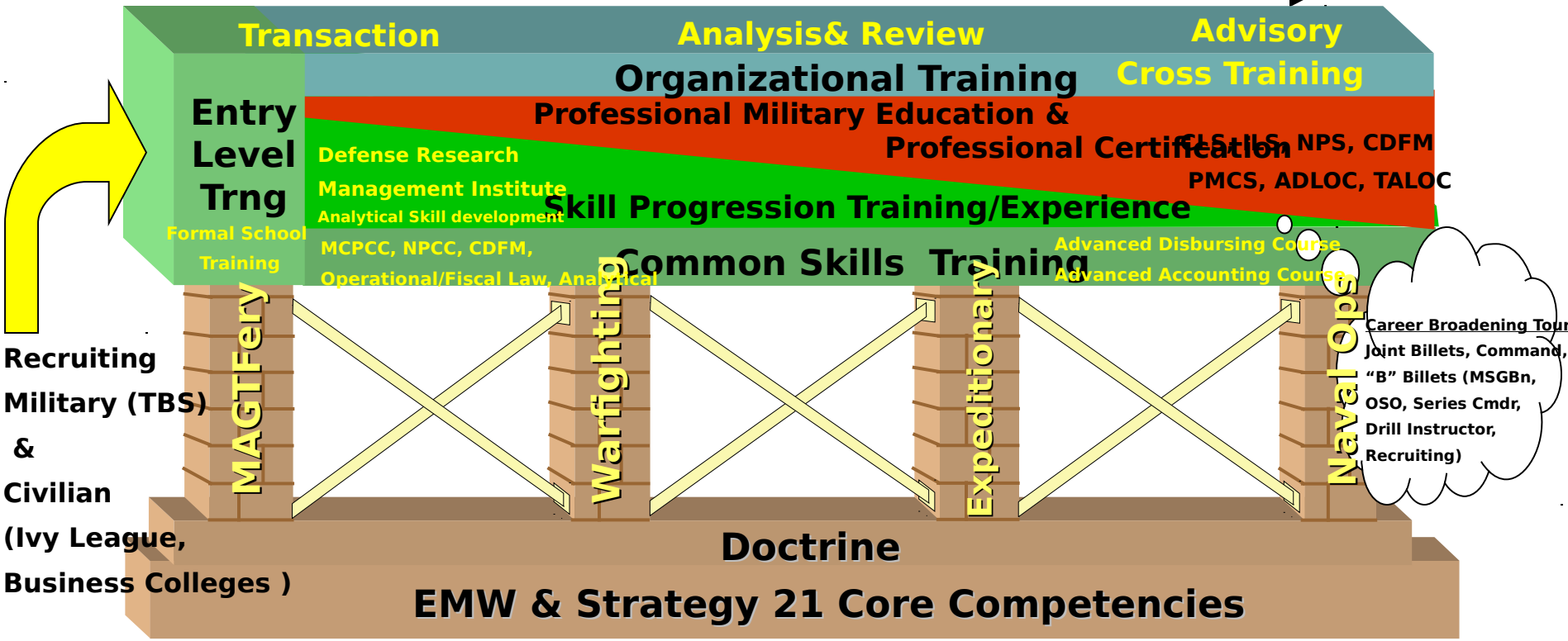
Clean Financial Audit

Template for Education & Training



Training and Education Continuum

Pvt /2ndLt GS07 ▶ MGySgt /Col GS15



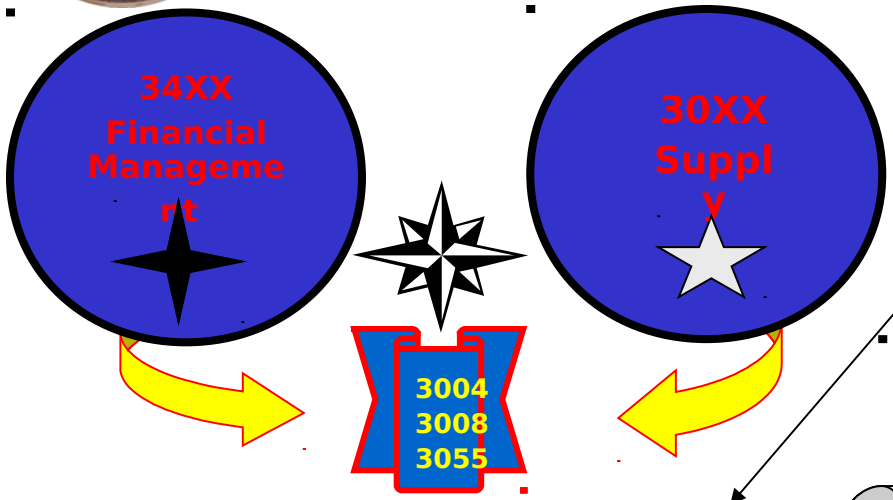
REQUIRED RESPONSE

- ACTION:
  - Request senior financial managers provide COA concept selection & feedback to P&R (RFF) by **15 October 2004.**
  - Select the best disbursing and comptroller course of action concept that supports the USMC financial management strategic goals.

COMPTROLLER CONCEPT COURSES OF ACTION

- x **COA 1:** CREATE A RESOURCES CORPS (supply merger)
- x **COA 2:** FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR…
- ✓ **COA 3:** ESTABLISH MEF CONSOLIDATED FINANCIAL MANAGEMENT OPS CENTERS
- ✓ **COA 4:** INCREASE OPERATIONAL FORCES FINANCIAL MANAGERS (operational forces vs. supporting establishment)

COMPT COA 1:
CREATE A RESOURCES CORPS



Training & Education Plan

- CDFM Certification
- FMS
- Supply Officer Course
- Advance Logistics Course
- Tactical Logistics Course
- Naval Post Graduate School
- (MBAs: FM, Acquisition & Logistics)
- FM Operational Force Course
- Career Level School (C&S & EWS)
- Marine Corps Comptroller Course
- Defense Resources Management Institute
- SABRS Training
- GCSS-MC Training
- Fiscal Law
- Mentoring

Resource Managers & Specialists

Potential Career Path

- Bn Resource Officer
- Regimental Resource Manager (S4A)
- REA Officer
- Budget Officer
- Company Commander
- B Billet-OSO, RSCO, MCRD
- Deputy Comptroller (SE & Operational Forces MSCs)
- Comptroller (MSC & Component)
- HQMC Budget Analyst

Improves transaction management

User level (Battalion & Regiment)

Management Level (MSC & Component)

Supports Marine Corps Strategy 21

Enhances skill sets to analyze financial, non-financial, and mixed systems to collect, process, maintain, transmit, and report pertinent information.

Provides organizations with architecture t bests supports its warfighting mission

Enhances the ability to better integrate management controls—preventive and detective controls

COMPT COA 1:
CREATE A RESOURCES CORPS

- **Pros**
  - Increase synergy between logistics and FM
  - Supports Strategic Goals
  - Provides versatility for Commander, more MAGTF officers
  - Broaden professional development and experience
  - Supports GCSS integration concept

- **Cons**
  - Financial managers become generalist
  - Long training lead time

COMPT COA 2: FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR

- No initial MOS assignments as 3404 Financial Managers
- Through augmentation/career designation process and volunteers for lateral moves

Training & Education Plan

FMS
CDFM Certification
Advance Logistics Course
Tactical Logistics Course
Naval Post Graduate School
(MBAs: FM, Acquisition & Logistics)
FM Operational Force Course
Career Level School (C&S & EWS)
Marine Corps Comptroller Course
Defense Resources Management Institute
Fiscal Law Course
Mentoring

Likely Career Path

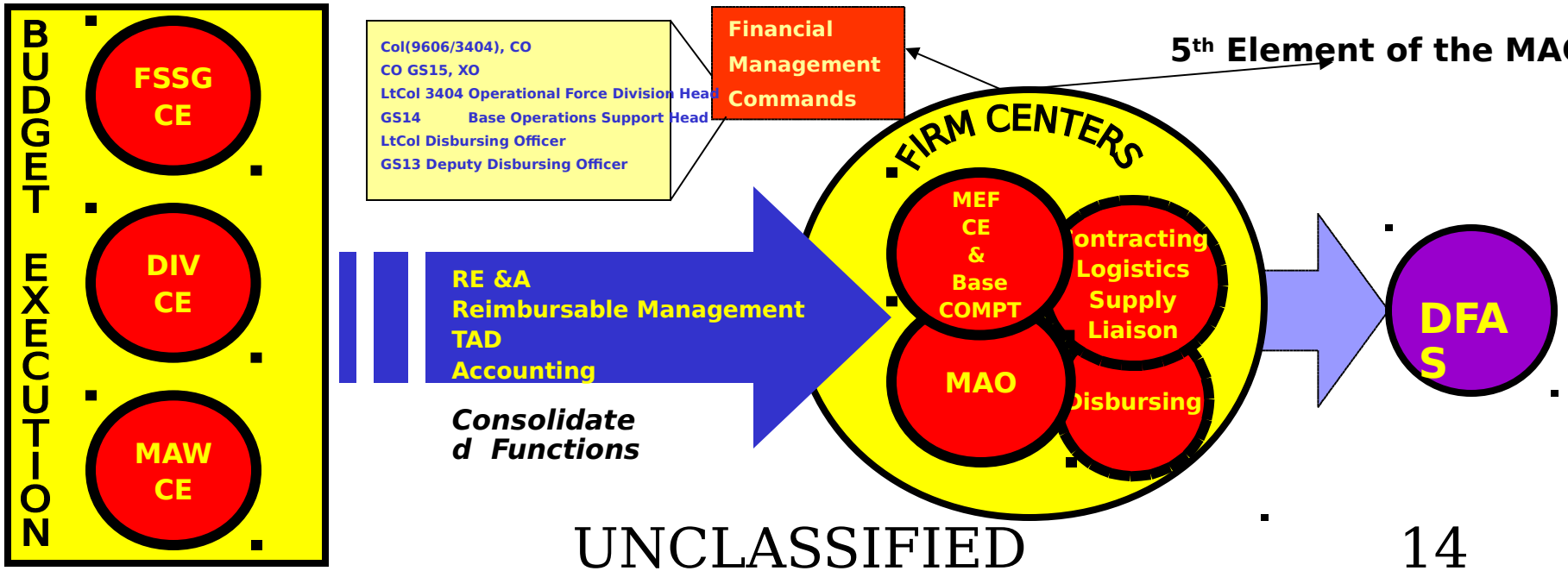
FMOC
Deputy Disbursing Officer
FM Operations Officer (Exercise Officer)
"B" Billet Tour (MCRD, OSO, RS OpsO)
Budget Officer/Analyst
Command & Staff (Residence)
Disbursing Officer
Deputy Comptroller (SE & Operational Forces)
"B" Billet Tour (RSCO, MOI)
Comptroller (SE & Operational Forces)
Command Select (FMS, MSGBn, etc…)
Joint Tour (COCOMS, OSD, JCS)

COMPT COA 2: FINANCIAL MANAGEMENT BECOMES A PRIMARY MOS AFTER FIRST TOUR

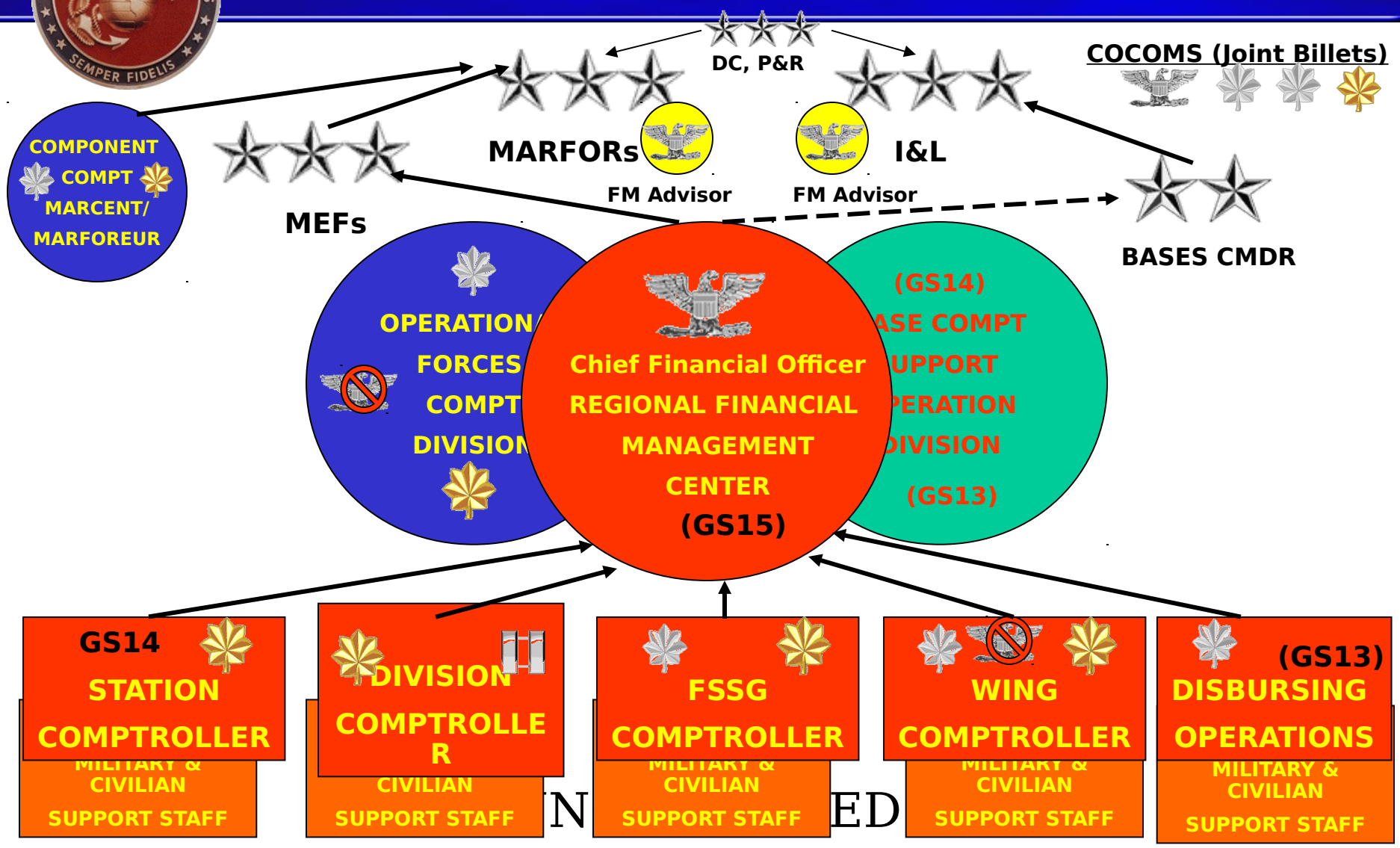
- **Pros**
  - Continues financial management support for USMC
  - Operational experience prior to first assignment as financial management
  - Company grade command experience
  - Improves competitiveness, creates more MAGTF officers
- **Cons**
  - No consistent base to grow field grade officers
  - Late skill development
  - Must increase CWO structure to support finance functions

COMPT COA 3: ESTABLISH FINANCIAL RESOURCES MANAGEMENT CENTERS

- Consolidate MEF CE Comptroller Office and Base (Installation) Comptroller Offices.
  - Establishes Regional Managerial Accounting Offices (MAOs) to manage all accounting functions
  - Establish Regional RE&A Offices to manage auditing functions
- MSCs retain budget execution functions



COMPT COA 3: ESTABLISH FINANCIAL RESOURCES MANAGEMENT CENTERS (AMPLIFIED)



COMPT COA 3: ESTABLISH MEF FINANCIAL RESOURCES MANAGEMENT CENTERS

- Pros
  - Combines common comptroller functions
  - Manpower and financial efficiencies gained
  - Enhances USMC FM operations
  - Promotes standardization of FM resource management
  - Supports 5th Element Concept
  - Supports strategic goals
- Cons
  - May overtax comptroller operations
  - Command & Control

COMPT COA 4:
INCREASE OPERATIONAL FORCE FINANCIAL MANAGERS

Prerequisite:

- Validate current operational forces & SE FM Structure Requirements
- Identify which billets can be realigned to the operational forces

Captured SE FM structure realigned to the operational forces

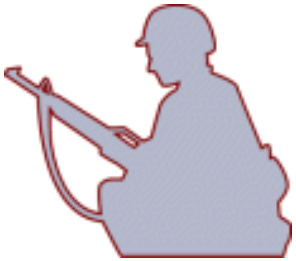
Operational Forces MEFs

JOINT STAFFS (J4 & J8)

Operational Forces MARFORRES

Officer & Enlisted structure distribu to the MEF MSCs

MSCs



REG/MAG/CSSDs

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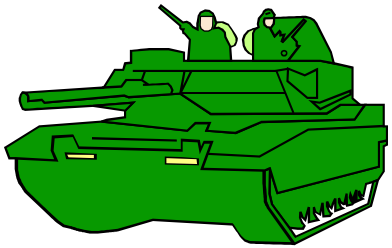


COMPT COA 4: INCREASE OPERATIONAL FORCES FINANCIAL MANAGERS

- **Pros**
  - Uniformed financial managers become operational forces centric to support forward operations & joint FM tours
  - Ensures uniformed FM support is available for the operational forces commander
  - Improves MOS competitiveness
  - Increases deployment opportunities
  - Promotes continuity for long term operations
  - Dramatically reduces turnover within SE operations
- **Cons**
  - Reduces base operation skilled development
  - Reduces operational forces perspective at the SE
  - Reduces skills to serve at HQMC and component level (MARFOR)
  - No one-to-one mil-civ compensation for SEs

DISBURSING CONCEPT COURSES OF ACTION

- X ✓ **COA 1: MAINTAIN CURRENT STRUCTURE AND CIVILIANIZE MAJORITY OF SUPPORTING ESTABLISHMENT DISBURSERS**
- X **COA 2: MERGE DISBURSING FUNCTION WITH ADMIN (01XX)**
- ✓ **COA 3: REGIONALIZE DISBURSING & FINANCE OFFICES**
- ✓ **COA 4: COMBINE MEF/BASE OPS AND REGIONALIZE**
- ✓ **COA 5: CONSOLIDATE AND REGIONALIZE USMCR & I&I ACCOUNTS AT MOBCOM**

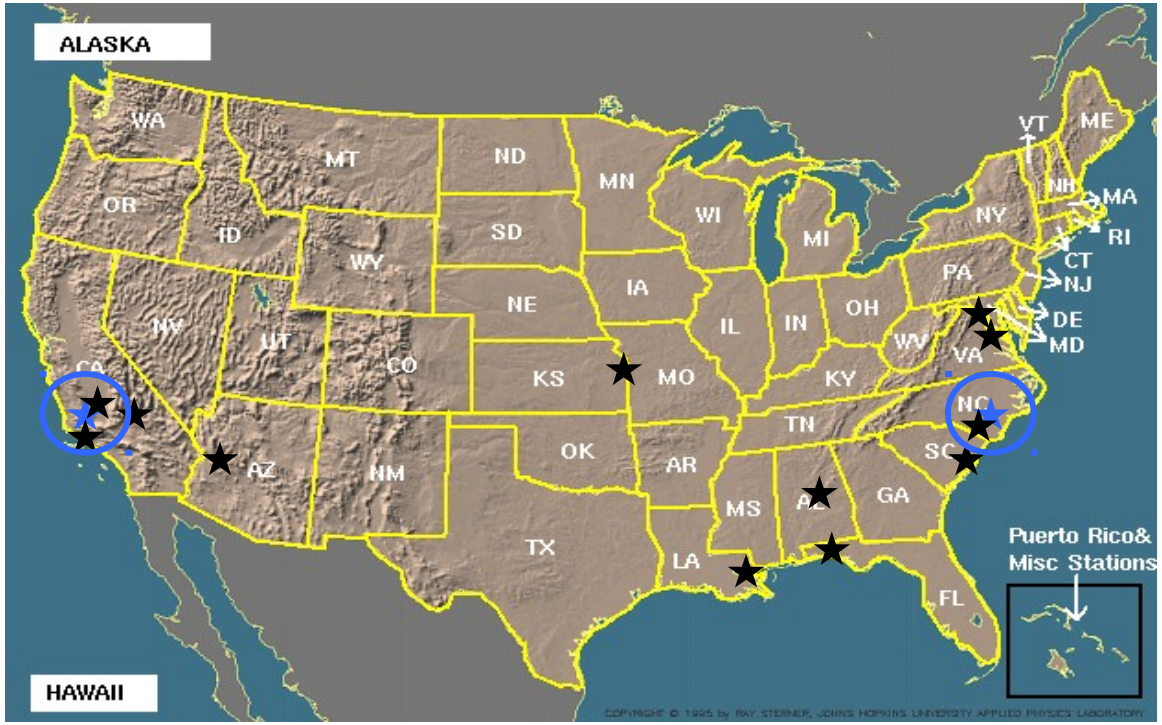
DISBO COA 1 : CIVILIANIZE SUPPORTING ESTABLISHMENT FINANCE STRUCTURE

(CAN BE ACCOMPLISHED ISO CONSOLIDATION/REGIONALIZATION EFFORTS)

- Prioritize by base and station and civilianize as appropriate.

★ Operational forces

★ SE



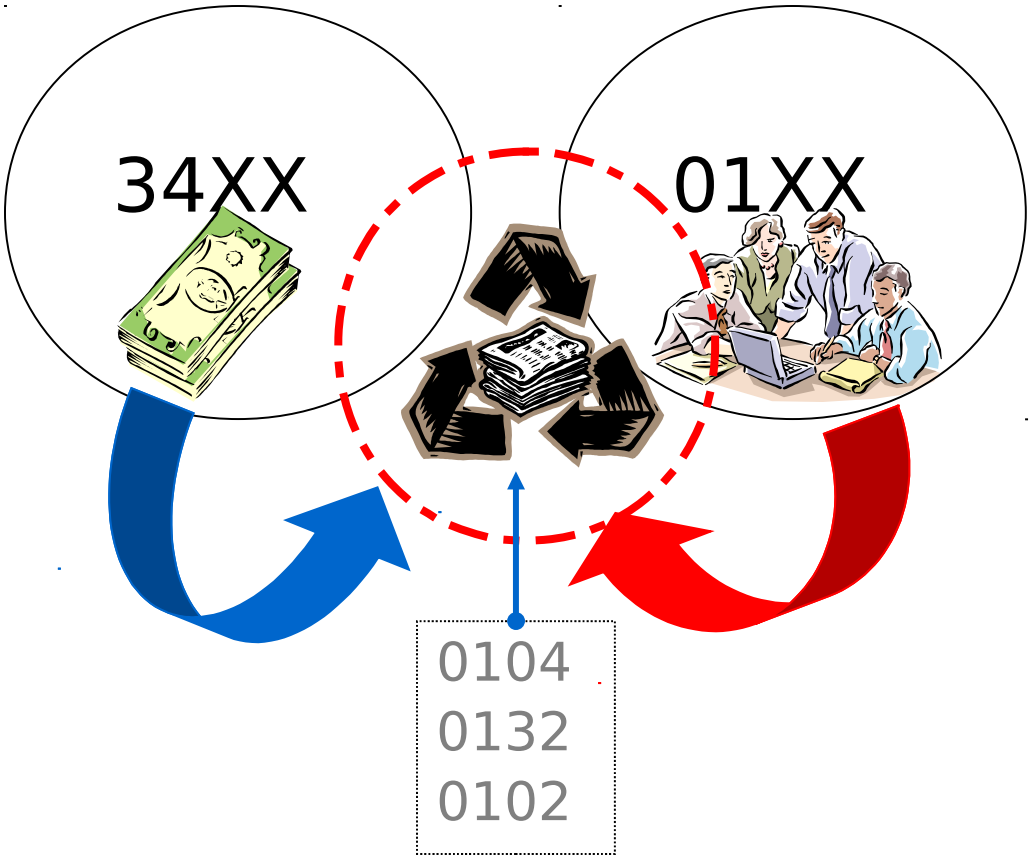
DISBO COA 1 : CIVILIANIZE SUPPORTING ESTABLISHMENT FINANCE STRUCTURE

(CAN BE ACCOMPLISHED ISO CONSOLIDATION/REGIONALIZATION EFFORTS)

- Pros
  - Personnel savings. Return trigger pullers.
  - Added continuity with civilians in finance offices.
  - Easily achieved.
  - Supports current consolidation/regionalization efforts.
- Cons
  - Burnout
  - Continued lack of control over CSSD assets for deployments and training in preparation for deployments
  - Impacts MOS viability
  - Future RIFs will negatively impact finance offices after regionalization/consolidation efforts

DISBO COA 2: MERGE WITH ADMIN

(CAN BE ACCOMPLISHED ISO CONSOLIDATION/REGIONALIZATION EFFORTS)



Human Resource Specialists

DISBO COA 2: MERGE WITH ADMIN

- Pros
  - Establishes an integrated human resource division
  - Synergy with more expertise in one office
  - Supports DIMHRS (MCTFS) concept
- Cons
  - Dilution of expertise
  - Disbursing could become dumping ground for work admin doesn't want to do. (tvl claims etc.)
  - Admin taxed already/ more responsibility not in best interest
  - Deployed planning and execution affected (reach-back capability)
  - Separation of duties may become an issue

DISBO COA 3: REGIONALIZATION OF DISBURSING & FINANCE OFFICES

- Consolidate Non-FMF East & West Coast Finance Offices within a major coast installation respectively.
- CSSDs consolidate with parent FSSGs.
- Offices eliminated by consolidation leave storefront operations to handle liaison.
- Part of the FIRM (see compt COA 3)

★ operational forces
★ SE

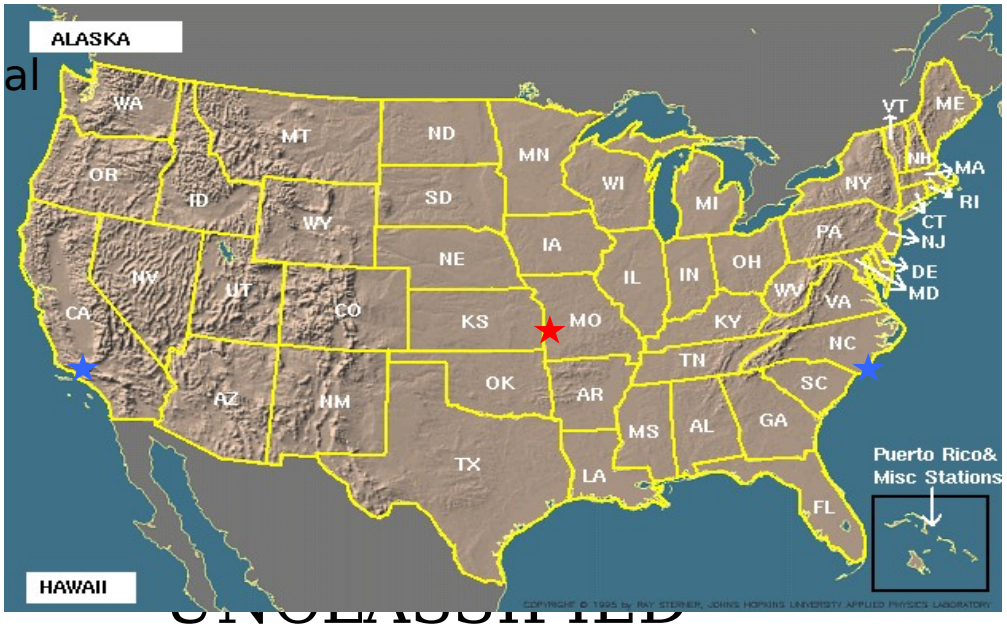
DISBO COA 3: REGIONALIZATION OF DISBURSING & FINANCE OFFICES

- Pros
  - **Synergy with more expertise in one office**
  - **More joint/warfighting presence. Readily assume EA finance/ disbursing mission in theater**
  - **Centralize C2 of deployable assets Increased deployment pool**
  - **Ability to improve competency through standardized deployment training**
  - **Personnel savings. Return trigger pullers. Added continuity with civilians in offices**
  - **Potential command opportunity for field grade @ FSSG consolidated office**
  - **Reduced DFAS bill**
- Cons
  - **Gives local commander control over organization that supports regional area**
  - **Taking work from DFAS and putting more work on Marine Corps**
  - **Impact on 3402 and 3432: MOS viability**

DISBO COA 4: COMBINED MEF/BASE DISBURSING OPERATIONS

- Consolidate all East & West Coast Finance and Disbursing Offices within respective MEFs/Installations.
- Consolidate all OCONUS Disbursing and Finance Offices.
- <u>Part of the finance commands (FIRMs).</u>

★ operational
★ forces
SE



DISBO COA 4: COMBINED MEF/BASE DISBURSING OPERATIONS

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  - **Potential command opportunity for field grade @ FSSG consolidated office**
  - **More joint/warfighting presence. Readily assume EA finance/ disbursing mission in theater**
  - **Reduced DFAS bill**
  - **Supports strategic goals**
  - **Compliments Compt COA 3**
- **Cons**
  - **Perception of Operating Forces commander being affected by requirement to provide support to supporting establishment**
  - **Gives local commander control over organization that supports regional area**
  - **Taking work from DFAS and putting more work on Marine Corps**
  - **Impact on 3402 and 3432: MOS viability**
  - **Potential Burnout**

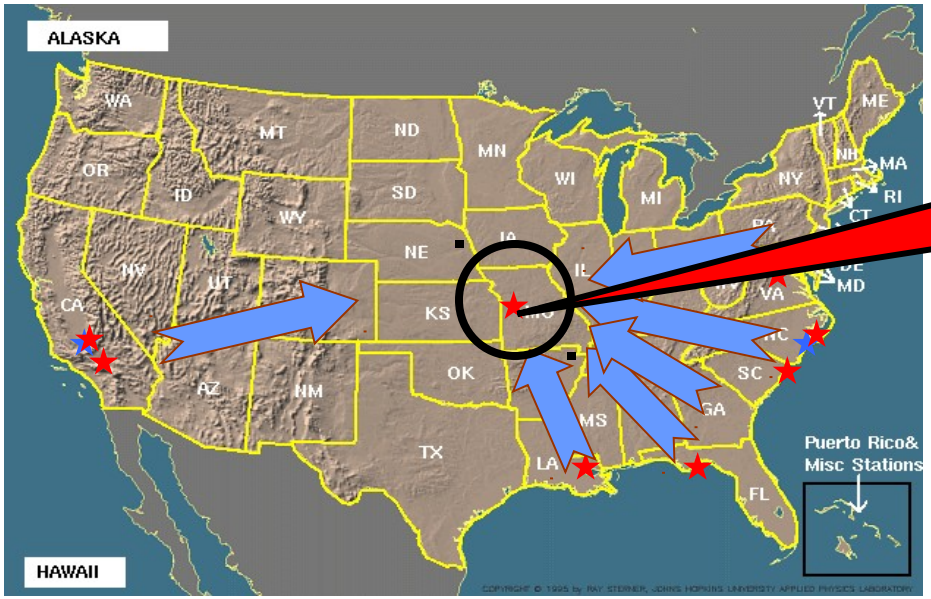
DISBO COA 5:
CONSOLIDATE AND REGIONALIZE USMCR & I&I ACCOUNTS AT THE MOBLIZATION COMMAND FINANCE OFFICE
(CAN BE ACCOMPLISHED ISO CONSOLIDATION/REGIONALIZATION EFFORTS)

- Realign all Marine Corps Reserve & I&I related accounts to the MCMOB Finance Office

★ operational forces

★ SE

USMCR & I&I ACCOUNTS



MOBILIZATION COMMAND FINANCE OFFICE
Kansas City, MO

DISBO COA 5:
CONSOLIDATE AND REGIONALIZE USMCR & I&I ACCOUNTS AT THE MOBLIZATION COMMAND FINANCE OFFICE
(CAN BE ACCOMPLISHED ISO CONSOLIDATION/REGIONALIZATION EFFORTS)

- Pros
  - Reduces operational forces burden and promotes effective financial management support for USMCR
  - Takes advantage of manpower and financial efficiencies
  - Serves as leverage for further USMC disbursing ops consolidations
- Cons
  - Reduction of disbursing structure within the operational forces & servicing supporting establishments.
  - Potentially exposes FM structure for extensive Mil-Civ conversions

BACK-UP SLIDES

The 34XX Grass Roots Working Group Review

PLANS OF ACTION & MILESTONES

- **September 2004:**
  - Refined COAs staffed to FM OCCFLD.
  - Update to FD on FM field response.
- **October 2004**
  - Refined/consolidated COAs staffed to FM
  - OCCFLD Coordination brief to MR&A and TFSD.
  - Update to DCMC, P&R on COAs

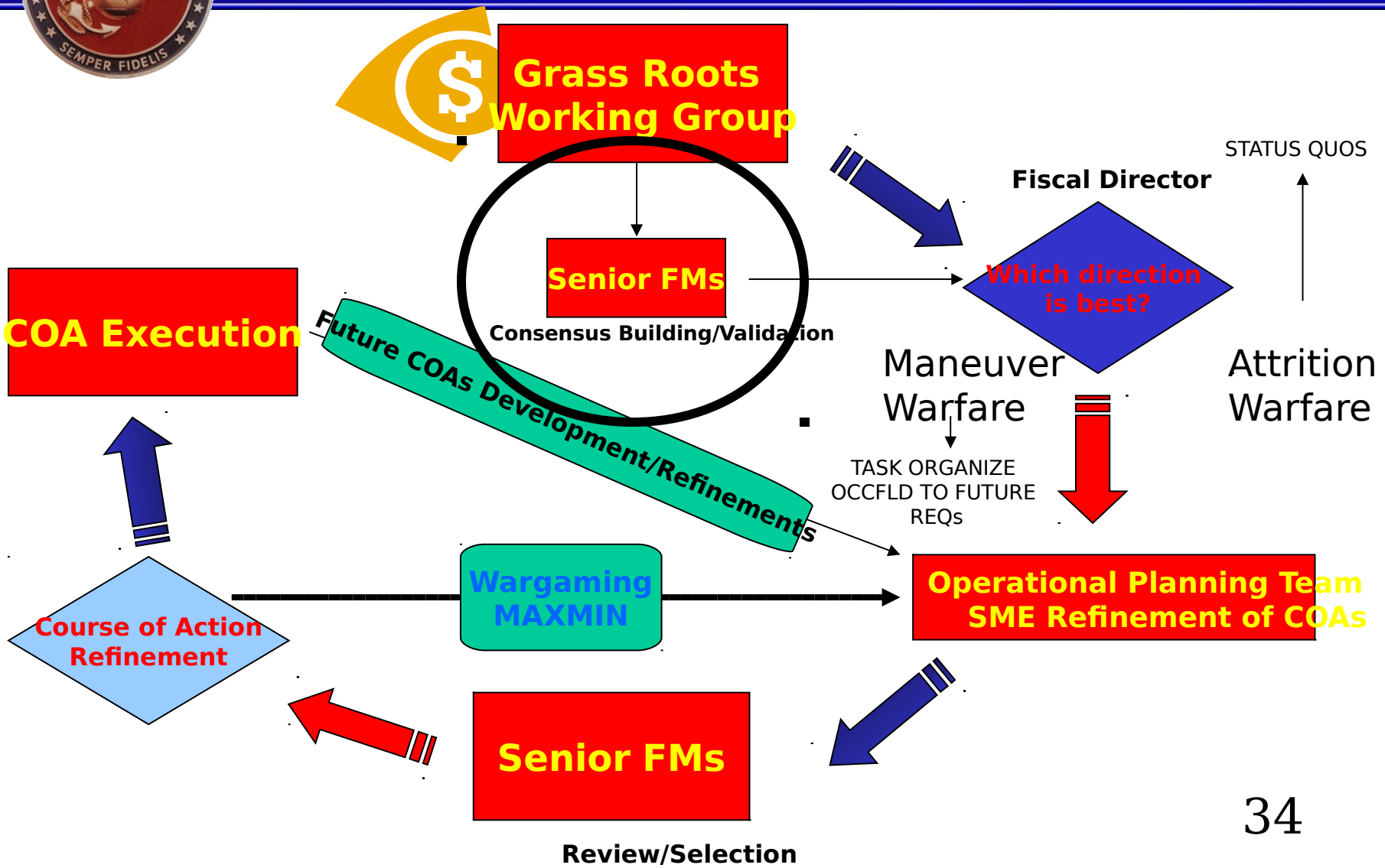
PLANS OF ACTION & MILESTONES

- **<u>October 2004</u>:**
  - Way Ahead Murder Board Review (COA Validations)
  - Final COA staffing to the OccFld (comments & concerns)
- **<u>October/November 2004</u>**
  - Publish the 34XX MOS Way Ahead
  - Way Ahead Decision Brief (LtGen Magnus & FD)

34XX GRASS ROOTS WORKING GROUP

- Fiscal Director Message 041818ZMAR04
- Development for the 34XX MOS Way Ahead
- 23-25 March 04, Executive Decision Room, Navy Annex
- COAs briefed at the Senior Financial Management Conference, 26 April 04.

WAY AHEAD COURSE OF ACTION DEVELOPME



PARTICIPANTS

- **LtCol Mark Hensen**, Comptroller 2nd MAW
- **LtCol Eric Kessler**, MCTFS Officer, DFAS
- **LtCol David Tagg**, Comptroller 2d MARDIV
- **LtCol John Chadwick**, Head Base Ops Programs, MFP
- **LtCol Michael Taylor**, 1st FSSG Comptroller
- **Maj Paul Deutsch**, Disbursing Officer, MCB Camp LeJeune
- **Maj Kim Stephens**, Deputy Ground Budget Officer, MFL
- **Maj Ken Wheeler**, Retension Officer, MPP-30
- **LtCol Thomas Fuhrer**, CO FMS, TECOM
- **Maj Robin Gallant**, MPMC Budget Analyst, RFM, P&R
- **Maj Jacqueline Melton**, Asst Head, RFA
- **Capt Lisa Doring**, ADO 1st FSSG Disbursing
- **Capt Carlos Ybarra**, Military Comptroller, DFAS-HQ Washington DC
- **CWO5 Janet Bernhardt,** Resource Specialist, RFA, P&R
- **CWO2 Anthony Garcia,** Dep Disbursing Officer, 1st FSSG Disbursing
- **MSGT Timothy Haddix**, Ops Chief, RFF

TRANSFORMING DOD FINANCIAL MANAGEMENT

- **Vision**
  - *"Delivering relevant, reliable and timely financial management information on a routine basis to support management decision. . . "*

    --*Transforming Department of Defense Financial Management: A Strategy of Change*

WORKING GROUP AGENDA

- **Discussion Topics**
  - MOS Challenges/Concerns
  - Utility of the uniformed financial manager
  - MOS Mission Statement
  - Structure Review
  - Operational Reviews (Disbursing & Comptroller)
  - Skill Set Review
  - Career Path Discussion

- **COA Development**
  - Disbursing
  - Comptroller

KEY OBSERVATIONS & CONCERNS

- **Observations**
  - Uniformed financial managers are core critical to the combatant commander
  - Too much 34XX structure residing within supporting establishments
  - 34XX leadership billets should reside at MEFs, MARFORs, HQMC, and on Joint Staffs

- **Concerns**
  - Civilianization of Senior FM billets
  - Lack of career broadening opportunities
  - Grade shaping as a result of military-civilian conversion